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The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

NIC# 5908-83
17 August 1983

MEMORANDUM FOR: Chairman, Intelligence Community
Awards Review Panel

FROM : Vice Chairman, National Intelligence Council

SUBJECT : Recommendation for Award of the National
Intelligence Distinguished Service Medal to
Henry S. Rowen

1. Under the provisions of Director of Central Intelligence Directive 1/18, I recommend that the National Intelligence Distinguished Service Medal be awarded to Henry S. Rowen in recognition of the outstanding service he rendered to the Intelligence Community and to the United States Government as Chairman of the National Intelligence Council from July 1981 through August 1983.

2. The post of Chairman, NIC is one of the Community's most central and demanding assignments. Its incumbent has primary responsibility for directing the production of all national intelligence estimates; for maintaining close and continuing substantive contacts with senior officials throughout the intelligence and policymaking communities; and for serving as one of the DCI's principal substantive advisers. It demands the talents of an extremely broad-gauged, articulate, and perceptive individual who is equally at home in producing intelligence analysis of the highest sophistication, in managing a somewhat unorthodox administrative unit of multiagency composition with numerous senior-level intelligence officials (the National Intelligence Officers), and in representing the DCI or assisting him in appearances in many forums, both official and public. His job is made even more complex by the number and diversity of Intelligence Community elements with which he must work and whose sensitivities and interests he must take into account in the process of producing national intelligence assessments.

3. Harry Rowen brought extraordinary energy and intellectual acuity to the Chairmanship of the NIC; it is these qualities more than all others that were responsible for the significant successes he achieved during his tenure as Chairman. Under his stewardship, national estimates steadily improved in quality and relevance, the pace with which they were produced was quickened, and the number and scope of such assessments were increased. Acting in consonance with the DCI's wish that the National Foreign Intelligence Board participate more actively in the process of shaping and contributing to estimates from their inception, Mr. Rowen took the lead in actively working

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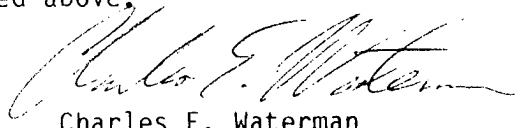
with the NFIB Principals and their representatives on all aspects of the estimates program, maintaining close working relationships and frequent contacts with them. Thanks to his wide-ranging contacts in government, academic and business circles, he was able to play a major role in bringing the NIC into frequent and fruitful contacts with senior-level policy officials and well-known non-government experts in a wide variety of fields -- all of which contributed significantly to insuring that estimates were more sharply focused on the most important intelligence and policy issues of his tenure.

4. Possibly of most importance, Mr. Rowen tirelessly and credibly challenges assumptions and institutional thinking on a wide range of issues. While his particular specialities are in the areas of defense strategy and international economics, his substantive competence transcends these areas by far. He represents a unique combination of intellectual breadth, depth, and creativity which is extremely difficult if not impossible to replicate.

5. Mr. Rowen's distinguished record of achievement as Chairman, NIC comes as no surprise. He came to the position with a rich and diverse background, having served as Professor of Public Management at Stanford University (1972-81); President of RAND Corporation (1967-72); Assistant Director, Bureau of the Budget (1965-66); and Deputy Assistant Secretary of Defense/International Security Affairs (1961-65). While at Stanford, he was a regular consultant to the Departments of State, Defense, and Energy as well as CIA. He is the author of several books and numerous articles on a variety of international affairs topics. These accomplishments equipped him extremely well to take on the difficult tasks associated with directing the preparation of national intelligence estimates on the turbulent world of 1981-83. Because of his past experience, Mr. Rowen was not only exceptionally well-qualified to manage the complexities of interagency intelligence production, but also was able to contribute a vision of the Community's capabilities and needs that few others in the intelligence profession could hope to match.

6. In recognition of his exceptional contributions in the crafting of national intelligence estimates and management of the process and organization by which they are produced, and as a tribute to the excellence of his leadership of the National Intelligence Council at a critical period in its history, I recommend that Mr. Rowen be awarded the National Intelligence Distinguished Service Medal.

7. Mr. Rowen leaves his post as Chairman, NIC to return to Stanford professorship on 31 August 1983. No other award is being recommended for him within CIA for the achievements described above.



Charles E. Waterman

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Professor Henry S. Rowen is hereby awarded the National Intelligence Distinguished Service Medal in recognition of his exceptionally meritorious service as Chairman of the National Intelligence Council from July 1981 through August 1983. During this period Professor Rowen directed and managed the production of all national intelligence estimates produced by the Intelligence Community, contributing in a major way to improving their quality and sharpening their focus. In so doing, he distinguished himself as a wise and thoughtful leader, an analyst of consummate skill, and a manager of great ability. By the excellence of his work in an intelligence field of the highest importance in national security affairs, he earned the approbation and respect of his many colleagues and associates throughout the intelligence and policymaking communities, reflecting the highest credit upon himself, the Central Intelligence Agency, and the United States Government.

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